CASE STUDY · ENERGY PERFORMANCE CONSULTING

From founder friction to a platform carrying 90% of revenue

Founders with a shared vision but clashing styles had put the company's future at risk. We resolved the friction at the top first, then built a data and machine-learning platform with the experts rather than around them.

THE CLIENT

Energy performance business, helping clients cut energy costs and carbon emissions

THE CHALLENGE

Resolve friction in the leadership team, then embrace digital without commoditising the experts

WHERE THE WORK STARTED

- Culture and leadership
- Strategic use of AI
- Go-to-market that wins

Year 1

Positive return on investment within the first 12 months

90%

Of services, and so of revenue, delivered through the new platform

Millions

Of data points captured every day, delivering energy performance insight across thousands of buildings and estates

The situation

The business helped its clients reduce both energy costs and carbon emissions. Its founders and executive team could all see the opportunity, but their different styles caused so much friction that the company's future was in jeopardy.

To realise their vision they also needed to embrace digital and extend their services. For an expert services business, that is a mixed blessing: there is often a real fear that digital will commoditise the expertise.

What we did

Culture and leadership: one team at the top

We started with the executive team. Each executive was given clear responsibilities, the autonomy to deliver them, and accountability alongside it. That brought greater freedom and trust, and made it clear that the executives shared the same values but brought different skills.

AI: a platform designed with the experts

Through an open dialogue with the expert teams, we formed a data strategy and a machine-learning plan designed to add to their skills, not replace them. A technology team was created and worked

alongside the professionals, producing minimum viable products quickly.

Machine learning analysed energy use across thousands of buildings and returned specific recommendations for each. The platform was secure, robust and scalable, and the culture was tuned so that digital became part of how the business worked.

Go-to-market: from reporting data to giving advice

A new proposition process, and a digital transformation of the service lines, led to a flagship proposition that used the experts' insight to interpret the data. Each consultant moved from reporting data to advising clients, and became more valuable to them.

The results

- A positive return on investment within the first 12 months
- 90% of services, and so of revenue, delivered through the platform by the end of the programme, in place of spreadsheets behind the reports
- New propositions, and a significant increase in revenue per employee
- Millions of data points captured daily as the foundation for consulting insight
- Better staff retention, and a growing team
- Clients better able to cut their own carbon emissions and energy costs

Afterwards: The business went on to be acquired by a global consultancy.

The CEO later credited Accellous as one of just two external partners behind the company's success.

"The experts feared digital would commoditise what they knew. Involving them in designing it turned the platform from a threat into the thing that made each of them more valuable."

Malcolm Hafner, Accellous

Does this sound familiar?

- As the business has grown, decisions have slowed down
- You want to use data and AI without commoditising your expertise
- The business has outgrown the way it is run

Talk it through

A first conversation takes about 45 minutes and costs nothing. We'll look at where the business is, what's getting in the way, and where I'd start. You'll come away with a clearer view, whether or not we work together.

Start a conversation at accellous.com/contact

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